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Standing Committee on Resources Development

Report on the Impact of the Announced
Layoffs at The Algoma Steel Corporation
Limited in Sault Ste. Marie and Wawa



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The Honourable Hugh Edgheoffer, M.P.P.,
Speaker of the Legislative Assembly.

Sir,

Your Standing Committee on Resources Development has the honour to present
its Report and commends it to the House.

A handwritten signature in cursive script, reading 'Floyd Laughren'.

Floyd Laughren, M.P.P.
Chairman

A handwritten signature in cursive script, reading 'Leo Bernier'.

Leo Bernier, M.P.P.

A handwritten signature in cursive script, reading 'David Smith'.

David Smith, M.P.P.

A handwritten signature in cursive script, reading 'Don Knight'.

Don Knight, M.P.P.

A handwritten signature in cursive script, reading 'L. South'.

Laurence South, M.P.P.

A handwritten signature in cursive script, reading 'Jim McGuigan'.

Jim McGuigan, M.P.P.

A handwritten signature in cursive script, reading 'K.R. Stevenson'.

K. Ross Stevenson, M.P.P.

A handwritten signature in cursive script, reading 'Karl Morin-Strom'.

* Karl Morin-Strom, M.P.P.

A handwritten signature in cursive script, reading 'James Taylor'.

James Taylor, M.P.P.

A handwritten signature in cursive script, reading 'Jack Pierce'.

Jack Pierce, M.P.P.

A handwritten signature in cursive script, reading 'Bud Wildman'.

* Bud Wildman, M.P.P.

Queen's Park
June, 1986

*

Mr. Morin-Strom and Mr. Wildman substituted for Mr. Ramsay and
Mr. Hayes, respectively, during consideration of this matter.



**MEMBERSHIP OF THE STANDING COMMITTEE ON
RESOURCES DEVELOPMENT**

FLOYD LAUGHREN
Chairman

DAVID RAMSAY *
Vice-Chairman

LEO BERNIER

DAVID SMITH

PAT HAYES *

LAURENCE SOUTH

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JIM McGUIGAN

JAMES TAYLOR

F. JACK PIERCE

TODD J. DECKER
Clerk of the Committee

MERIKE MADISSO
Research Officer

* Mr. Morin-Strom and Mr. Wildman substituted for Mr. Ramsay and Mr. Hayes, respectively, during consideration of this matter.



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INTRODUCTION

Under the former Standing Order 33(b), 20 members, by petition, referred the Annual Report of the Ministry of Industry and Trade to the Standing Committee on Resources Development. The preamble to the petition reads as follows:

that the Annual Report of the Ministry of Industry, Trade and Technology be referred to the Standing Committee on Resources Development in order that the committee would immediately examine the economic crisis facing Sault Ste. Marie and Algoma District taking into consideration: Algoma Steel's announced program to downsize operations and permanently reduce its workforce by 1,500 employees, the potential devastating impact of this action on the economy of Sault Ste. Marie, Wawa, and Algoma District; and the need for a provincial program of action that will provide stability and economic growth for Sault Ste. Marie, Wawa, and indeed all of Northern Ontario.

(Votes and Proceedings, April 28, 1986)

In order to more thoroughly understand the nature of the problems facing Sault Ste. Marie, Wawa, and Algoma District, the Standing Committee on Resources Development invited to appear before it a number of experts from the steel industry. From the public sector it requested the appearance of the Committee of Deputy Ministers, consisting of representatives from the Ministry of Northern Development and Mines, the Ministry of Industry, Trade and Technology, the Ministry of Labour, and the Ministry of the Environment. It met also with a representative of the Ministry of Natural Resources. Most importantly, the Committee visited the communities of Sault Ste. Marie and Wawa, where, in public hearings, it heard from groups having a direct interest in the layoffs. Committee members greatly appreciate the willingness with which all participants gave of their time and expertise. Because of the numbers involved, they cannot be thanked individually; however, a list of all who appeared before the Committee is appended to this report.

The Committee also wishes to commend the Minister of Northern Development and Mines on constituting and seeking the advice of the Committee of Deputy Ministers and of the Advisory Committee on Resource Dependent Communities. When these groups have all concluded their analyses, the provincial government will have the benefit of a wide range of recommendations on the subject of problems faced by individuals and communities in Northern Ontario. It is anticipated that the government will respond to these problems with the sense of urgency that they clearly merit.

Finally, the Committee wishes to thank its own staff – Committee Clerk Todd Decker and Research Officer Merike Madisso – for their excellent assistance with its work.

THE PROBLEM

Causes

On April 16, 1986, The Algoma Steel Corporation Limited announced a "Program of Action" that would limit its raw steel-making capacity to 2.5 million tons annually (down from 3.5 million tons annually) and that would eliminate ingot production and processing and associated facilities by mid-1987. Also included is a proposed cost reduction program to be implemented through reductions in salary and hourly employment costs. In order to effect this cost reduction, Algoma would decrease the number of its employees from 9,500 to 8,000, this decrease to be effected within twelve months.

On May 12, 1986, Algoma Ore Division (wholly owned by Algoma Steel) announced that as a result of this reduction in steel-making capacity, it would be forced to lower iron ore volumes. Production alternatives from capacity to shutdown were studied. Company officials stated that, for metallurgical reasons, 900,000 tons of sinter is a preferred level when steelmaking is limited to 2.5 million tons annually. The Company announced that the Division has only two options: the production of 900,000 tons of sinter annually or an orderly shutdown. The adoption of the former alternative will lead to 175 layoffs.

Unfortunately, these two developments are part of an ongoing problem with the steel industry and with Algoma Steel in particular. Since extensive layoffs began in 1982 (the number of employees dropped from a yearly average of 12,554 in 1981 to 8,236 in 1983), employment levels at Algoma have not recovered. The Committee heard a number of explanations for the downturn in the North American steel industry during the last several years. There is some dispute among the experts as to whether or not these explanations account for all of Algoma's problems or whether there are, in addition, reasons that are specific to this company alone.

Algoma Steel, when it appeared before the Committee, emphasized that its problems were beyond its control and were common to all North American steel producers. Although characterized by ups and downs in the industry, the 1970's were nonetheless a period of growth and new building for the industry. Indeed, forecasters were predicting even more growth. The situation changed dramatically and without warning, however: whereas in the first quarter of 1982 Algoma made record profits, in its second quarter the company had its first loss since the 1930's.

Algoma gave the Committee a number of reasons for this sudden downward plunge – reasons that, it believes, affected the entire North American industry. First, in the early 1980's, the volume of imports increased and became a permanent factor with which the domestic industry has to contend. These imports, the Committee was told, are price leaders, the result of superior technology, lower labour rates, and assistance from offshore governments. Secondly, steel intensity (defined as the consumption of steel relative to the GNP) is declining. Because of new construction techniques, less steel is needed in the construction of high-rise buildings, for example. Steel is also being replaced by synthetic materials in motor vehicles. Thirdly, the North American economy is generally moving towards service and technology industries and away from industrial development. And finally, as far as iron ore is concerned, Algoma's mines must compete with cheaper open pit operations, transportation by water (rather than rail) and price discounting from offshore.

In response to all of the above, Algoma believes that the only way it can meet the market as it now exists is to downsize its operations – hence, its "Program of Action." By eliminating the ingot process it is trying to rid itself of an inefficient operation. Its conversion to 100% continuous casting is intended to improve costs and quality. Company management stated to the Committee that, in adopting these measures, Algoma is "not alone, not off on some tangent" – that is, it is doing what the industry as a whole is doing to respond to problems beyond its control.

The Committee also heard from steel industry analysts, some of whom did not agree that Algoma is facing problems not of its own making. There seems to be general agreement that the market for steel is rapidly shrinking because, for example, steel is being replaced by other materials. The Committee was informed of a prediction by General Motors that by 1990, 20% of its cars will have plastic, rather than sheet metal, skins. The drop in oil prices has also resulted in less drilling and hence a decreased need for the seamless tubes that Algoma produces. The North American steel industry is competing with subsidized industries in other countries, which also have lower wages and more modern plants. As far as iron ore is concerned, cheaper Brazilian and Venezuelan ores are on the market, which is, in fact, oversupplied.

Some steel industry analysts are also of the opinion, however, that Algoma has problems specific to itself. Although it is true that the industry is a cyclical one, Algoma has chosen product lines (structural steel, plate, seamless tubes) for which the market is particularly volatile. The decreased demand for plate and structural steel reflects the fact that there is less steel being used in major industrial and commercial projects. Algoma's big commitment to the seamless tube market is also a major problem. Although Algoma was not alone in building a new seamless tube mill at a time when oil prices were rising rapidly, the argument was made before the Committee that the second tube mill should not have been undertaken.

Effects

When speaking of the consequences of layoffs in Sault Ste. Marie and Wawa, community representatives used words such as "disastrous" and "devastating."

They were speaking of both the loss of the jobs themselves and of the "ripple" effect that the loss has on other jobs. If the Algoma Ore Division reduces its staff by 175 permanent positions, the Wawa and District Chamber of Commerce sees the consequences as follows:

That would mean that several small businesses would close and many others would drastically reduce their staff. A rough estimate would be that 30% of the service industry jobs would be gone. That would, in turn, start the vicious circle in motion again.

If those 175 workers and their families left the community, there would be many homes up for sale. Real estate values would drop drastically and the lending institutions would become unwilling landlords.

Business confidence would be hit hard and there would be a noticeable decrease in the services and amenities that we enjoy in Wawa today.

In Sault Ste. Marie the municipal council told the Committee that the city currently has a welfare caseload of 2,300 (that is, before the proposed layoffs have come into effect) and that 3% of the population is on welfare. With the 1982 layoffs, the welfare rolls doubled in the nine months after the first year following the layoffs, after unemployment insurance benefits had been exhausted. Statistics Canada gives the city's unemployment rate as 11%; however, this is in fact a regional rate, which the council believes to be inaccurate by at least 7%. According to its calculations, Sault Ste. Marie had an unemployment rate of 17.5% in 1985 and has a current rate of 18% or higher. The Chamber of Commerce believes that the rate is in excess of 20% (again, this statistic predates the projected layoff of 1,500 from Algoma Steel). The "ripple" effect of the loss of these jobs means that the 1,500 should be multiplied by 3.5 or 4 to arrive at the total loss in the community as the result of the layoff. Thus, another 5,000 to 6,000 jobs may be in jeopardy.

In this connection, the Committee heard from groups concerned with the effect that the layoffs would have on the Algoma Central Railway. The United Transportation Union, for example, estimated that if Algoma Ore Division reduces its output to 900,000 tons of sinter per year, one-third of the

Railway's approximately 350 unionized employees will be laid off. The Railway itself does not believe that the layoffs would be that extensive, but pointed out that Algoma Steel is the railway's most important customer and that changes at Algoma Ore Division have a direct impact upon the business of the railway. Algoma Ore accounts for 60% of the railway's freight tonnage and 46% of its revenue. In fact, freight tonnage in each of the last four years has been lower than in any year in the past thirty apart from two years when work stoppages took a toll. Since January of 1982 the number of employees has been reduced from 511 to 394, the last layoff consisting of 60 people on March 31, 1986. The railway's ultimate fear is, of course, that Algoma Ore Division in Wawa may shut down all operations – an action that would probably force the railway out of business. In such a case, the Algoma Central Railway Tour Train would also cease operation; the "ripple" effect on the community in terms of employment loss and loss of tourist dollars would be enormous.

The human cost of such developments was brought home to the Committee by the Unemployed Workers' Council of the Sault. The Council operates a Help Centre, through which it provides services to the unemployed. Among these are a clothing bank, counselling sessions, a food bank, furniture referrals, etc. The Centre's statistics indicate that during the course of a year over 13,000 people made use of the clothing bank and over 500 received free food baskets. Again, these statistics can be expected to accelerate sharply when the proposed layoffs take place.

SOLUTIONS TO THE PROBLEM

Sault Ste. Marie and District

Although it is Northern Ontario's third largest centre and has a population of 83,000, Sault Ste. Marie is nonetheless a "single-industry" community and therefore very vulnerable to downturns in the fortunes of that industry. As the Business Development Committee of the Sault Ste. Marie Chamber of Commerce said when it met with the Standing Committee, "A significant reduction in Algoma Steel's operating level would have devastating results to

our community given its current economic base." The Committee recognizes the need to diversify this economic base in five key areas in particular – the encouragement of new secondary industry, the relocation of government offices, the expansion of regional health care, the expansion of educational facilities, and the development and promotion of tourism.

As far as encouraging new secondary industry to locate in the area is concerned, the Committee recommends a number of steps that the provincial government could take in order to facilitate private sector initiatives. In particular, more could be done to make use of the two important natural resources in the area by encouraging the further utilization of forest resources and the expansion of steel-intensive secondary industries. However, it will first be necessary to improve harbour facilities in Algoma District. The Committee notes that there are already discussions underway regarding harbour facilities in Sault Ste. Marie and that the Township of Michipicoten, with the assistance of Transport Canada and the Ministry of Northern Development and Mines, is conducting a feasibility study of Michipicoten Harbour.

On the subject of decentralization, the Minister of Northern Development and Mines has said on more than one occasion that he favours such a shift of government ministries and employees to the North. Most recently, in an address to the Federation of Northern Ontario Municipalities, he stated, "We are also committed to decentralizing public servants to Northern Ontario as a means of providing better service to the North and also to diversify the Northern economy and demonstrate to the private sector the benefits of locating in this region." Decentralization has been effected successfully in other locations, OHIP to Kingston and the Ministry of Revenue to Oshawa being examples in the provincial jurisdiction. Federally, Revenue Canada has moved its taxation office to Sudbury and its National Forest Research Centre to Sault Ste. Marie. The Committee heard evidence from the Deputy Minister of Northern Development and Mines to the effect that, whereas considerable travel is necessitated to Toronto when personal conferences are required, the Deputy Minister feels, on the whole, that decentralization can and does work.

Health care was an area of development urged upon the Committee by the municipality of Sault Ste. Marie and its Chamber of Commerce. The Committee agrees that the city has the potential to become the regional health care centre for medical specialties and that the provincial government should adopt a policy of developing such centres so that Northerners do not have to travel to the south for necessary health care. Sault Ste. Marie already has two specialty units which serve Northern Ontario – a neonatal unit and a laser eye surgery unit – and would, in the Committee's opinion, be well served by other such facilities. Sault Ste. Marie should be considered a regional medical centre for selected specialties by the provincial government.

The development of more educational facilities in the city would also serve the community and Northern Ontario well. These employ people, educate and re-train the unemployed, attract new industries, generate cultural centres and events. The better the school, the more likely students are to attend it, and more of them will stay on to make their homes in the community. Northern Ontario suffers from a shortage of some professionals – medical practitioners and therapists, for example. If schools were located in the North, the North would certainly keep some of these professionals after they graduate. Thus, the Committee supports Algoma University College's plan to expand from 450 students to approximately 850 students and supports the establishment of a high school of science and technology, as mentioned in the Throne Speech of April 22, 1986. The latter can profit from the presence of Algoma Steel and the federal government's forestry research lab in Sault Ste. Marie.

Finally, development of tourism must be an important component of any diversification scheme. As the Chamber of Commerce has pointed out, the city is served by all modes of transportation: air, the Trans-Canada Highway, Interstate 75 from Sault Ste. Marie to Detroit and on through the United States, and Algoma Central Railway. With this infrastructure already in place, there remains a need to promote and develop the region so as to bring people to it and to encourage them to stay longer when they do visit. In particular, winter activities should be expanded and the continued existence of the Tour Train owned by Algoma Central Railway is essential. The Chamber of Commerce estimates that the annual direct spending in the region

from the train is \$12.8 million and indirect is \$24.7 million for a total of \$37.5 million. The Committee recognizes that the train is essential to the area's tourism trade and therefore supports the upgrading of its aging rolling stock.

Recommendations:

1. The provincial government should encourage new secondary manufacturing and the industrial diversification of the local economy by doing the following:
 - (a) It should investigate the need for a forest products technology centre in the North that would support research, innovation, training and the start-up of new secondary industry in Northern Ontario that would utilize our forest resources. The Committee further recommends that, if it is concluded that such a centre is needed, the government should consider establishing it at Sault Ste. Marie.
 - (b) It should provide regional incentives to encourage new industrial ventures to locate in Northern Ontario. In particular, it should encourage steel-intensive and forest products-related secondary industries to locate in Sault Ste. Marie.
 - (c) It should participate with the federal government in the Community Futures Program, under which Sault Ste. Marie has been designated a community eligible for assistance.
2. The provincial government should participate in ongoing discussions regarding the need to upgrade harbour facilities at Sault Ste. Marie and be a participant in funding any improved facilities which are recommended.
3. The provincial government should relocate some of its offices to Sault Ste. Marie. Although not intended as an exhaustive list, appropriate candidates may be the timber and wildlife sections of the Ministry of Natural Resources, a regional office of the Workers' Compensation

Board, and a Worker Advisor office of the Ministry of Labour. Moreover, the regional office of the Ministry of Northern Development and Mines should be strengthened.

4. The provincial government should endeavour to provide financial assistance to the health care field in the following ways:
 - (a) A high priority should be given to the re-building of Plummer Memorial Hospital and to the construction of a Central Services Unit joining Plummer Memorial and General Hospital.
 - (b) Sault St. Marie should be developed by the province into a regional health centre for certain specialties. For example, there is a need for the establishment of a facility for the treatment of communications disorders and the further development of the neonatal and eye surgery facilities already in place.
 - (c) Sault St. Marie should be made the Northern Ontario base for Tel-Med, which is already being developed by the Group Health Centre.
 - (d) Companies producing pharmaceuticals and high-tech medical equipment should be assisted to locate in areas of high unemployment through existing provincial government regional development programs.
5. The provincial government should pursue the following:
 - (a) the locating of more post-secondary educational facilities (particularly professional schools) in Northern Ontario
 - (b) the expansion of Algoma University College to meet regional needs in such fields as pure sciences, social sciences, health sciences, and commerce

- (c) the development of health care education in Northern Ontario, particularly in fields such as physiotherapy (in which there is a shortage in the North) and audiology and speech therapy
 - (d) the implementation of the promise made in the Throne Speech of April 22, 1986, to establish a Northern Ontario high school of science and technology as soon as possible.
6. The provincial government should promote a four-season tourism strategy for the Sault Ste. Marie area in the following ways:
- (a) The province's current feasibility study on the refurbishing and promotion of the Algoma Central Railway Tour Train should include labour representatives. The Standing Committee encourages the province to conduct this study expeditiously, given the importance of the train to tourism in Sault Ste. Marie and district.
 - (b) The provincial government should expedite the completion of feasibility studies on the existing and proposed ski resorts north of Sault Ste. Marie and should act promptly on any recommendations these studies make for the development of this aspect of the area's tourism industry.
 - (c) The province should provide financial assistance for the development of the city's waterfront – for example, for the capital and operating costs for the Great Lakes Visitor Centre.
 - (d) The provincial government should support local initiatives in upgrading and promoting the area's sport fishery.
7. The Committee endorses the recommendation of the Advisory Committee on Resource Dependent Communities that the provincial government establish a Northern Ontario fund upon which a community in crisis could draw when seeking to diversify its economy.

8. The provincial government should recommend to the federal government that Canada Manpower make special assistance available to the unemployed who have left their place of residence to seek work in a centre of high employment.
9. The provincial government should assist worker/producer co-operatives by giving these groups special consideration when they apply for financial assistance with start-up costs.
10. The provincial government should provide immediate funding to the Help Centre run by the Unemployed Workers' Council of Sault Ste. Marie so that they can continue to provide their services to the unemployed in that city.

Wawa and District

It is not at all clear that the threatened loss of 175 permanent Algoma Ore Division jobs would constitute the final such cut-back in staffing at the Division; at any time there may be more lay-offs. The single most important answer to this ongoing problem is the diversification of the economy of Wawa and the district surrounding it so that this dependence on one industry will be eliminated or at least substantially decreased. In the words of the Corporation of the Township of Michipicoten to the Standing Committee, "... without diversification . . . loss of the Algoma Ore Division of Algoma Steel Corporation Limited would be disastrous to this community."

As Algoma Steel has its "program of action," the Township has, to its credit, been working for years on its own "plan of action," which is fundamentally a plan to diversify the local economy. To this end, the Council has put its case to not only the Standing Committee, but also to the Advisory Committee on Resource Dependent Communities, the Minister of Northern Development and Mines, and the Committee of Deputy Ministers.

The Committee was very impressed with the work done by the Township and is strongly supportive of its request for assistance. The Committee believes that the provincial government, in concert with the federal, should provide

this assistance. One example of such intergovernmental cooperation, already in place, is the Community Futures Program of the federal Ministry of Employment and Immigration. Again, in the words of the Township before the Committee, "Senior government support and commitment is vital to the future of the community."

In the Township's opinion, the most viable economic development opportunity is to be found in the establishment of a thermo-mechanical (or chemical-thermo-mechanical) pulp mill in the area. Such a mill would make use of unutilized fibre such as birch and poplar, low-grade maple, and surplus chips. Other prospects for development suggested by the Township are a waferboard/oriented stranded board plant, a medium-density fibreboard plant, or a construction plywood plant. However, none of these options is feasible unless the Ministry of Natural Resources and the current Forest Management Agreement holders agree to release their surplus on a long-term basis. The Committee, supporting as it does this development of the forestry sector, recommends that the government take steps to negotiate terms by which currently unused fibre can be turned into a valuable resource for the community of Wawa.

As stated earlier in the report, the Committee strongly believes that the province should undertake a major decentralization of its operations so that more government offices are located in Northern Ontario centres, Wawa among them. The municipality should be recognized as a sub-regional centre and should be accorded the level of government presence that is appropriate to such a centre.

Recommendations:

1. The provincial government, in concert with the federal, should institute a "rescue package" for the Township of Michipicoten. In particular, it should encourage the federal government to designate Wawa a community eligible for the Community Futures Program and to establish criteria for eligibility which are of assistance to small municipalities. The provincial government should also conduct seminars, set up a consulting service, etc. to inform local businesspeople of what is available to them by way of

government programs. Finally, the Committee endorses the government's plan to locate an economist in Wawa to assist with economic diversification.

2. The Ministry of Northern Development and Mines should conduct a feasibility study of the market potential for products of one or more of a thermo-mechanical (or chemical-thermo-mechanical) pulp mill, a waferboard plant, a medium density fibreboard plant, and a construction plywood plant established in the Wawa area. In addition:
 - (a) The Ministry of Natural Resources should actively negotiate with the holders of Forest Management Agreements for the release, on a long-term basis, of committed but unutilized fibre. The Ministry should negotiate these releases on its own initiative rather than in response to a specific investor's proposal for investment in a plant.
 - (b) The provincial government should publish, as the provinces of British Columbia, Alberta and Newfoundland publish, the extent of such surpluses.
 - (c) The provincial government should investigate methods – for example, low interest loans, accelerated depreciation, etc. – by which investment in such plants can be made more attractive.
3. In order to encourage new secondary manufacturing and the industrial diversification of the local economy, the provincial government should be a participant in funding any improved harbour facilities at Michipicoten.
4. The province's GOMILL Custom Mill Grant Program should be reactivated and the provincial government should complete a feasibility study for a gold-processing mill in the Wawa area. The Ministry of Northern Development and Mines should facilitate the approval of any proposed mill.

5. The provincial government should assist the tourism industry in the Wawa area in the following ways:
 - (a) It should assist the district's business community to train people in the marketing, promotion, etc. aspects of the tourism industry.
 - (b) It should include the Township of Michipicoten in the Northern Ontario Tourism Development Program. The Township's Tourism Development Strategy Study is currently in its draft stage; the provincial government should encourage the implementation of any recommendations coming out of this study.
6. In order to provide jobs and stimulate the forest and tourist sectors, the provincial government should provide assistance with the development of other resource-based industries such as a tree nursery and a fish hatchery (fish culture station) in the Wawa area.
7. The Minister of the Environment should facilitate the formation of a local committee, representing a variety of opinions in the Community, to ensure that there is local input into the assessment of the environmental impact and economic costs and benefits of the proposed Great Lakes Power Limited project on the Magpie River.
8. In order to shorten by two hours the distance that trucks must travel to Wawa and Northwestern Ontario from Sudbury and centres south and east of it (and thereby to decrease the cost of the items they transport), the provincial government should extend Highway 667 to Highway 144.
9. The provincial government should undertake a major re-location of its offices into the communities of Northern Ontario, Wawa among them. Wawa should be developed as a sub-regional centre with the government presence that is appropriate to this type of centre.

10. The provincial government should provide financial assistance for the development of small secondary manufacturing in Wawa. It should do so by making existing programs more sensitive to the needs of individual communities threatened by economic dislocation and by making risk capital more easily available to the small business and non-profit sectors.
11. Since Algoma Steel obtains 60% of its ore from the Tilden Mine and 40% from the Wawa mine, before any further downsizing of the Algoma Ore Division operation, Algoma Steel Corporation Limited should re-evaluate its position vis-a-vis the Tilden mine in Michigan.

APPENDIX A

WITNESSES

Monday, May 12, 1986

Scott Consulting Services

Nat Scott

McLean McCarthy Ltd.

Jay Gordon

Wednesday, May 14, 1986

Merrill Lynch Canada

Gregory C. Liddy
Vice-President and Director

Steeprock Resources Ltd.

Laurence J. Lamb
Past President and Chief Executive Officer

Thursday, May 15, 1986

Alfred Bunting & Co.

Marshall Miller

Wednesday, May 21, 1986

From the Township of Michipicoten:

Doug Woods, Reeve
Jean-Paul Dubreuil, Councillor

Wednesday, May 21, 1986 (Continued)

From the Wawa Chamber of Commerce:

Betty McGie, President
Joel Cooper, First Vice-President
Tom Baxter, Third Vice-President

From United Steelworkers of America:

Don McLean, President Local 3933
Bob Summers

From the Algoma Steel Corporation:

Attilio Berdusco
Mike Jennings

From Sault Ste. Marie Municipal Council:

Joseph Fratesi, Mayor
Doug Leighton, Economic Development Commissioner
John Macarone, Welfare Administrator

From the Sault Ste. Marie Chamber of Commerce:

Helen Gillespie, President
Les Weeks, Chairman, Business Development Committee,
First Vice-President
Gerry Nori, Vice-Chairman, Business Development Committee

From the United Transportation Union:

Joe Sandie
Roger McMillan

From Algoma Central Railway:

Stan Black, Vice-President

Thursday, May 22, 1986

From the Algoma Steel Corporation:

James Melville, Secretary
Mike Jennings
Attilio Berdusco

From the United Steelworkers of America:

Dennis Abernot, Local 2251
Albert Grant, Local 5595

From the Anti-Poverty Coalition:

Ron Crontike, President

From the Unemployed Workers' Council:

Desmond Beck

From the Sault and District Labour Council:

Dennis Nelson

Monday, May 26, 1986

From the Ministry of Northern Development and Mines:

George Tough, Deputy Minister
Herb Aiken, Assistant Deputy Minister, Northeastern Regional Office

From the Ministry of Industry, Trade and Technology:

Patrick Lavelle, Deputy Minister
David Girvin, Assistant Deputy Minister, Industry

Monday, May 26, 1986 (Continued)

From the Ministry of Labour:

Harry Shardlow, Director, Plant Closures

From the Ministry of the Environment:

Rod McLeod, Deputy Minister

Wednesday, May 28, 1986

From the Ministry of Natural Resources:

Kenneth A. Armson, Executive Co-ordinator, Forest Resources Group

Thursday, May 29, 1986

The Honourable René Fontaine
Minister of Northern Development and Mines

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